



Maine Management Service

NEWSLETTER

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The ability to attract, develop, and hold on to talented people is the single most reliable predictor of overall excellence. 1997 Fortune survey of "The World's Most Admired Companies"

FORMAL IMPLEMENTATION OF MAINE MANAGEMENT SERVICE

MMS Rules Team

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Staff support provided by Phil Schlegel and Linda Casoria, Bureau of Human Resources

The Rules Team, a sub-committee of the MMS Coordinating Committee, has been working for just over a year to develop the administrative procedures necessary for formal implementation of the Maine Management Service. A final draft was released this month.

The proposal incorporates the Maine Management Service into the State of Maine *Civil Service Rules*. The new chapter (Chapter 15) makes it clear that the Maine Management Service is unique, yet it remains an integral part of state service. Under the proposed procedures, agencies have greater flexibility in human resource issues related to MMS managers, while ensuring that decisions are based on merit.

To see a copy of the draft rule, visit the MMS web site at <http://www.state.me.us/bhr/mms/index.htm>.

Comments, Please!

The MMS Coordinating Committee requests that you take some time to review the proposed procedures. Please address comments or questions to Phil Schlegel at BHR at philip.j.schlegel@state.me.us. Your feedback will provide the basis for further review as we move toward formal rule-making and final implementation. Thank you!



LEARNING TO LEAD CHANGES WHO YOU ARE...

Goals of MMS

1. Facilitate movement of managers between agencies and promote upward mobility
2. Provide flexibility in compensation and job assignments
3. Build managerial and leadership competencies
4. Enable agencies to compete effectively with other employers
5. Assure that managers may only be dismissed, suspended, or demoted for cause
6. Facilitate decentralized human resource administration
7. Preserve merit principles

Definition of MMS

The MMS recognizes the unique nature of confidential executive and management positions in state government, the importance of strong management, the need to provide greater flexibility and responsibility for managers in hiring, employee development, performance management, and career advancement. The MMS includes all confidential executives and managers who directly manage Maine's public service programs, serve as a manager or consultant in management support functions, and confidential employees who provide advice and assistance to executives as a member of an agency's senior management team. The MMS recognizes that human resource decisions, including hiring processes and salary considerations, are best handled by individual agencies in an environment that preserves fairness, statewide equity and merit principles for classified confidential managers.

Highlights of MMS Rule

The proposed administrative procedures for the Maine Management Service are tools to provide managers with means to better perform their jobs. Managerial flexibility is a significant theme throughout the procedures. Agency program and human resource professionals are granted more latitude in a classification and compensation system that focuses on management and leadership rather than rules. A modernized classification system is facilitated by greater versatility in recruitment and hiring procedures and in setting and changing salaries. Another cornerstone of the Maine Management Service is comprehensive and far-reaching professional development opportunities designed to enhance the skills of seasoned managers and to prepare new and prospective managers to lead.

“We hope the MMS will give managers greater flexibility and responsibility to manage their own careers.” Don Wills, Director of Human Resources

So Who's in the MMS?

Executive, managerial, and individual consultant positions in confidential positions that are at and above salary grade 24 *generally* will meet the fundamental managerial responsibilities inherent in the Maine Management Service. Consistent with the Service itself, there is not a definitive salary grade threshold, but rather guides for agencies to use to meet their individual circumstances. The Bureau of Human Resources will work closely with individual agencies to identify which positions are most appropriately incorporated into the Maine Management Service.

What's Happening?

Over 100 managers graduate from Maine Leadership Institute. Since the Institute's inception in February 2001, MMS has conducted eight programs for 103 confidential managers at Range 30 or above. Participants in these initial programs have provided valuable feedback. As a result of their comments, staff at the State Office of Training & Development is revising the assessment instruments, enhancing the instructional materials, and improving overall coordination for the series of 2002 Institutes that begin on January 30.

17 enroll in job shadowing program. 17 MMS managers have expressed an interest in the job shadowing partnership project sponsored by the State and the Maine Development Foundation. The Maine Development Foundation is in the process of lining up business partners for as many of the state participants as they can and hope to find a match for everyone who has expressed an interest. The program runs from January-March 2002. If there is sufficient interest, another program will be conducted in the fall of 2002.

MMS featured in national journal. The November issue of *Public Personnel Management*, the journal of the International Personnel Management Association, published the first in a series of three articles on the Maine Management Service. The first article describes the leadership challenges facing Maine and gives an overview of the Maine Management Service. A second article will describe Maine's process to influence change among leaders throughout state government. A third and future article will outline the components (policies, programs, and implementation tools) that comprise the Maine Management Service. The articles will be posted on the MMS web site at <http://www.state.me.us/bhr/mms/index.htm>.

Team begins succession planning. The MMS Selection & Succession Team has begun to outline the elements of a succession plan. Succession planning tries to ensure the right number and type of key people needed to carry out the business of State Government. This is especially important in light of the large number of confidential managers eligible for retirement. For more information, contact Linda Casoria, Robin Danforth, Art Davis, Jody Harris, Deb Philips, or Laurel Shippee.

American Society for Public Administration. Professional associations provide great networking opportunities. With a diverse membership of over 10,000 scholars, practitioners, teachers and students, ASPA is the largest and most prominent professional national association in public administration. The Maine Chapter of ASPA sponsors networking and professional development programs and bestows the Public Administrator of the Year award. MMS is looking for ways that it can partner with ASPA's Maine Chapter. For more information, visit their web site at <http://www.aspanet.org/>.

Cheryl Ring joins State Training and Development Office. Cheryl Ring is the Office's Acting Manager for the State's Computer Training Room. Cheryl worked for 12 years as nonpartisan legislative staff in the Maine Legislature and four years in the Governor's Office with Governor King. Most recently, she has been providing consulting services to the Children's Cabinet. She lives in Hallowell.

**Coming Next Month....MMS
Mentoring Program**

Phil Schlegel, Merit Coordinator, Bureau of Human Resources contributed substantially to this issue. Editor: Jody Harris. Published by: Office of State Training and Development, Bureau of Human Resources, Dept of Administrative & Financial Services, 4 State House Station, Augusta, ME. Web: www.state.me.us/bhr/mms, December 2001.